

# Fed Law Enforcement Training

## Performance Plans for FY2002 and FY2003

Actual Performance Figures are in **bold**, Final Targets are in plain text, and Proposed Targets are *italicized*.

Targets which were not met are shown in red.

**Mission:** Our mission is to serve as the Federal government's leader for and provider of world-class law enforcement training. We prepare new and experienced law enforcement professionals to fulfill their responsibilities in a safe manner at the highest level of proficiency. We also ensure that training is provided in the most cost-effective manner by taking advantage of economies of scale available only from a consolidated law enforcement training organization.

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**Budget Activity:** Law Enforcement Training (LET)

**Function:** The major goals of the LET activity are to provide law enforcement personnel with state-of -the-art knowledge and techniques used in the law enforcement profession; fully develop the cost effective potential through consolidation of Federal law enforcement training at the FLETC; and provide for all basic training direct costs from FLETC appropriations. The LET activity consists of four sub-activities: Office of the Director; Senior Associate Director for Washington Operations; Training Directorate; and Basic Training Direct Cost.

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**Performance Goal:**

Maintain a minimum 90% rating on the Student Quality of Training Survey.

|   | <b>FY1999<br/>Actual</b> | <b>FY2000<br/>Actual</b> | <b>FY2001<br/>Actual</b> | <b>FY2002<br/>Final Plan</b> | <b>FY2003<br/>Proposed Plan</b> |
|---|--------------------------|--------------------------|--------------------------|------------------------------|---------------------------------|
| <b><u>Performance Measure(s):</u></b>   |                          |                          |                          |                              |                                 |
| View Definition and Validation  |                          |                          |                          |                              |                                 |
| Percentage of students that express satisfactory or higher ratings on the Student Quality of Training Survey (SQTS). Biannual updates (available within 30 days after the end of the 2nd and 4th fiscal quarters) |                          |                          |                          | 90%                          | <i>90%</i>                      |

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**Performance Goal:**

Maintain a minimum 80% rating on the Partner Organization Satisfaction Survey.

|   | <b>FY1999<br/>Actual</b> | <b>FY2000<br/>Actual</b> | <b>FY2001<br/>Actual</b> | <b>FY2002<br/>Final Plan</b> | <b>FY2003<br/>Proposed Plan</b> |
|---|--------------------------|--------------------------|--------------------------|------------------------------|---------------------------------|
| <b><u>Performance Measure(s):</u></b>   |                          |                          |                          |                              |                                 |
| View Definition and Validation  |                          |                          |                          |                              |                                 |
| Percentage of Partner Organizations (POs) that express satisfactory or higher ratings on the PO Satisfaction Survey (POSS). Annual updates (available within 30 days after the end of the fiscal year). |                          |                          |                          | 85%                          | 85%                             |
| <hr/>   |                          |                          |                          |                              |                                 |
| View Definition and Validation  |                          |                          |                          |                              |                                 |
| Cost of a student week of basic training. (\$) Annual updates (available within 90 days after the end of the fiscal year)   |                          |                          |                          | \$927                        | \$983                           |

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**Performance Goal:**

Maintain a minimum 65% rating on the Employee Satisfaction Survey.

|  | <b>FY1999<br/>Actual</b> | <b>FY2000<br/>Actual</b> | <b>FY2001<br/>Actual</b> | <b>FY2002<br/>Final Plan</b> | <b>FY2003<br/>Proposed Plan</b> |
|--|--------------------------|--------------------------|--------------------------|------------------------------|---------------------------------|
| <b><u>Performance Measure(s):</u></b>  |                          |                          |                          |                              |                                 |
| View Definition and Validation   |                          |                          |                          |                              |                                 |
| Percentage of employees that express satisfactory or higher ratings on the Employee Satisfaction Survey (ESS). Annual updates (available within 30 days after the end of the fiscal year). |                          |                          |                          | 70%                          | 70%                             |

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**Budget Activity:** Plant Operations (P/O)

**Function:** The major goals of the P/O activity are to provide administrative support and a cost-effective facility wherein the finest law enforcement related training programs can be conducted in a setting that provides modern facilities in an environment conducive to the most effective training experience. The P/O activity consists of the Administration Directorate and the Planning and Development Directorate.

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**Performance Goal:**

Provide sufficient capacity to meet the training requirements of our clients.

|   | <b>FY1999<br/>Actual</b> | <b>FY2000<br/>Actual</b> | <b>FY2001<br/>Actual</b> | <b>FY2002<br/>Final Plan</b> | <b>FY2003<br/>Proposed Plan</b> |
|---|--------------------------|--------------------------|--------------------------|------------------------------|---------------------------------|
| <b><u>Performance Measure(s):</u></b>   |                          |                          |                          |                              |                                 |
| View Definition and Validation  |                          |                          |                          |                              |                                 |
| Percentage of requested training classes held within 15 days of the requested start date. Quarterly updates (available within 30 days after the end of the fiscal quarter). |                          |                          |                          | 85%                          | 85%                             |

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**Performance Goal:**

Maintain a minimum 90% rating on the Student Quality of Services Survey.

|  | <b>FY1999<br/>Actual</b> | <b>FY2000<br/>Actual</b> | <b>FY2001<br/>Actual</b> | <b>FY2002<br/>Final Plan</b> | <b>FY2003<br/>Proposed Plan</b> |
|--|--------------------------|--------------------------|--------------------------|------------------------------|---------------------------------|
| <b><u>Performance Measure(s):</u></b>  |                          |                          |                          |                              |                                 |
| View Definition and Validation   |                          |                          |                          |                              |                                 |
| Percentage of students that express satisfactory or higher ratings on the Student Quality of Services Survey (SQSS). Biannual updates (available within 30 days after the end of the 2nd and 4th fiscal quarters). |                          |                          |                          | 90%                          | 90%                             |

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### **Performance Measure**

Percentage of students that express satisfactory or higher ratings on the Student Quality of Training Survey (SQTS).  
Biannual updates (available within 30 days after the end of the 2nd and 4th fiscal quarters)

#### **Definition and Validation**

**Definition:** The percentage of students that are satisfied with the training they receive. A modified 5-point Likert scale is used. **Percentage:** the number of students that rate their overall training experience as satisfactory or better divided by the total number of students responding. The SQTS is part of FLETC's Student Feedback System (SFS), which is one part of a three-pronged approach of formal evaluation of FLETC training. This system also identifies opportunities for immediate improvements and updates to ensure that students receive the right skills and knowledge, presented in the right way and at the right time.

**Verification and Validation:** The survey was developed using contemporary survey methods comparable to those used by the military services and other major training organizations. The survey is distributed to students by FLETC instructional staff. FLETC Research and Evaluation Division (RED) personnel designed a system in 1999 for fully automated analysis and reporting of student feedback. Also since 1999, the RED staff has identified and reported whether any changes in the data from the past year are statistically significant. Training programs begin and end continually throughout the fiscal year, thus the data analysis for statistically significant changes is also conducted on a continual basis. No known data integrity problems exist.

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### **Performance Measure**

Percentage of Partner Organizations (POs) that express satisfactory or higher ratings on the PO Satisfaction Survey (POSS).  
Annual updates (available within 30 days after the end of the fiscal year).

#### **Definition and Validation**

**Definition:** The FLETC provides world class basic and advanced federal law enforcement training in a cost effective manner, made possible by the economic advantages of a consolidated training approach. POs are those agencies that rely on the FLETC to train their personnel and that have signed a Memorandum of Agreement that outlines the parameters for the training. Currently, the FLETC services 74 POs. The POs are the FLETC's external customers; their continued satisfaction with the FLETC training curricula is critical to retaining the consolidated training concept for federal law enforcement. This measure reflects the PO response to two specific qualitative statements on the POSS: 1) "A productive, proactive partnership exists between FLETC and my agency" and 2) "FLETC is a true partner in providing solutions to law enforcement training problems." Using a modified 6-point Likert scale, the calculated percentage is the combined number of POs that respond "slightly agree," "agree," or "strongly agree" to either or both statements divided by the total number of POs responding. **Verification and Validation:** The POSS survey is distributed by the FLETC Research and Evaluation Division (RED) to the POs' chief law enforcement training representatives. Completed surveys are returned to RED. Results are mechanically tallied by RED staff. In addition, FLETC leaders conduct verbal follow-up sessions with PO key representatives to confirm and discuss their responses. Additionally, other formal and informal input from PO representatives are used to validate the survey results. The survey instruments were developed using contemporary survey methods comparable to those used by the military services and other major training organizations. No known data integrity problems exist.

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### **Performance Measure**

Cost of a student week of basic training. (\$) Annual updates (available within 90 days after the end of the fiscal year)

#### **Definition and Validation**

**Definition:** The total cost of training to the FLETC divided by the total number of basic student-weeks trained. This measure reflects how well the FLETC employs its allocated resources and assures the POs that the training their personnel receive is both effective and efficient.

**Verification and Validation:** The total cost to the FLETC of training is captured through the automated financial system and the student information system. Verification of the data is done annually as part of the CFO financial audit. The FY 2000 audit found the data to be accurate. No known data integrity problems exist.

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### **Performance Measure**

Percentage of employees that express satisfactory or higher ratings on the Employee Satisfaction Survey (ESS). Annual updates (available within 30 days after the end of the fiscal year).

#### **Definition and Validation**

**Definition:** The percentage of employees that agree they are satisfied with the overall work environment at the FLETC. A survey is distributed to all FLETC employees that consists of 21 questions regarding the quality and quantity of services and programs provided by the FLETC to employees. A modified 6-point Likert scale is used. The question used for this measure

is, "Considering everything, how satisfied are you with your job?" The calculated percentage is the number of employees that respond "slightly satisfied," "satisfied," or "very satisfied" to the question divided by the total number of employees that respond to the survey. Responses of "slightly dissatisfied," "dissatisfied," and "very dissatisfied" are not included in the percentage. The ESS in general and this question in particular provide a formal means for FLETC management to gauge the level of satisfaction of its employees with the working environment and identifies opportunities for improvements as well as highlighting successful policies and programs.

**Verification and Validation:** FLETC's Research and Evaluation Division (RED) distributes the ESS. RED, which has expertise in the development of surveys and the analysis of survey data, developed an automated system to collect and analyze the ESS data in-house. The process uses contemporary survey methods similar to those used by the military services and other major training organizations. Content and context of the survey questions were developed in consultation with cognizant Treasury Department offices and are validated annually as important and necessary to the effective management of the FLETC's employee services and programs. Results from other formal and informal sources of employee input, such as interviews, employee forums, complaints, comments, etc., are used on an on-going basis to validate the survey results. No known data integrity problems exist.

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### **Performance Measure**

Percentage of requested training classes held within 15 days of the requested start date. Quarterly updates (available within 30 days after the end of the fiscal quarter).

### **Definition and Validation**

**Definition:** The percentage of classes that have been requested by the agencies that begin within 15 days of the start date requested by the agency. To calculate this percentage, the number of classes beginning within 15 days of the agency requested start date is divided by the total number of classes requested. If the agency requests that the class begin within a window rather than on a specific date, then that class begins on time by definition and is included in the numerator of this percentage. Classes not conducted at a FLETC facility are excluded. It is important that the FLETC management and staff are aware of the level of responsiveness to our customers. The need to reschedule or cancel a training class because it can not be accommodated within a reasonable window (i.e., 15 days) of the requested start date has a domino effect that is potentially detrimental to the requesting agency and to the FLETC. The number of agency students trained may be reduced and the FLETC capacity be under-utilized. The FLETC scheduling staff in the Training and Analysis Coordination (TAC) office make every attempt to ensure that those classes which have been formally requested are scheduled in a timely manner.

**Verification and Validation:** The data are captured as part of the student information system. TAC personnel verify the data through periodic manual reviews. No known data integrity problems exist.

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### **Performance Measure**

Percentage of students that express satisfactory or higher ratings on the Student Quality of Services Survey (SQSS). Biannual updates (available within 30 days after the end of the 2nd and 4th fiscal quarters).

### **Definition and Validation**

**Definition:** The percentage of students that are satisfied with the services they receive while in training. Support services include cafeteria, dormitory, janitorial, transportation, practical exercise laboratories, physical exercise facilities, etc. A modified 6-point Likert scale is used. The percentage is the number of students that rate the overall quality of services they received as satisfactory or better divided by the total number of students responding. The SQSS is a formal means to identify opportunities for immediate improvements and updates to ensure that the student services provided constitute a physical environment that is optimally conducive to enhancing the training experience.

**Verification and Validation:** The survey was developed using contemporary survey methods comparable to those used by the military services and other major training organizations. The survey is distributed to students by FLETC staff with a virtually 100% response rate. FLETC Research and Evaluation Division (RED) personnel designed a system in 1999 for fully automated analysis and reporting of student feedback. Also since 1999, the RED staff has been able to identify and report whether any changes in the data from the past year are statistically significant. Training programs begin and end continually throughout the fiscal year; the data analysis for statistically significant changes is also conducted on a continual basis. No known data integrity problems exist.

